



Enhancing organisational capability: The *Living Our Values* initiative

Tony Brown



Curtin University



Living our values.



Strategic direction



Living our values.

Vision 2030:
A recognised international leader in research and education.



People and culture




- evolve as an agile, responsive and versatile organisation, committed to leadership, innovation and excellence
- excel through dynamic staff with shared values and a common purpose


Curtin's people will be crucial to the realisation of our vision, and will embrace change and new challenges creatively.



We will attract and retain staff who share our vision, values and commitment to leadership, innovation and excellence.




The case for change



When you've gone as far as you can...

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The case for change



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Source: http://images.dailytech.com/image/burning_platform_wide.jpg



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Video: Barrett model

<http://youtu.be/snnSxykwUag>

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Barrett values survey: staff

Curtin University: Overall Group (1515)

Level	Personal Values (PV)	Current Culture Values (CC)	Desired Culture Values (DC)
7	●●●●●	●●●●●	●●●●●
6	●●●●●	●●●●●	●●●●●
5	●●●●●	●●●●●	●●●●●
4	●●●●●	●●●●●	●●●●●
3	●●●●●	●●●●●	●●●●●
2	●●●●●	●●●●●	●●●●●
1	●●●●●	●●●●●	●●●●●

Copyright 2013 Barrett Values Centre Values Plot July 29, 2013

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Phase I: May 2013 – March 2014

- Active engagement of Curtin’s leaders
- Form OD-led project team to co-create Phase I program using Appreciative Inquiry approach
- Recruit & train values champions (‘game changers’ to ‘values advocates’)
- Staff & student dialogue
- Data analysis to develop values and associated signature behaviours

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Engaging Curtin’s leaders

- Executive team journey: from VCEM to SET
 - 4 days self and team development
 - Executive coaching
- Senior leaders’ group (‘top’ 150+ incl SET)
 - 2 x ½-days at senior leaders conference
 - 2-day Values Summit

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Staff and student dialogue

- Values survey – June / July 2013
- Staff and student workshops September-November 2013
- Values Challenge - 4 November 2013
- Values Summit - 21-22 November 2013

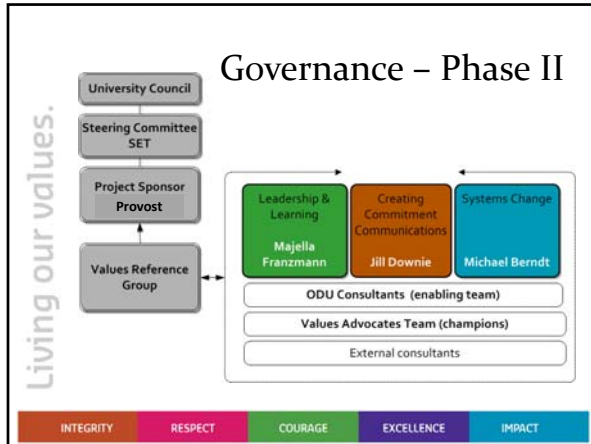
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Values and signature behaviours

OUR VALUES AND SIGNATURE BEHAVIOURS

INTEGRITY	RESPECT	COURAGE	EXCELLENCE	IMPACT
TO ACT ETHICALLY, HONESTLY AND WITH COURAGE ✓ Honour commitments ✓ Engage first through genuine listening and reciprocity ✓ Lead by example and act with due care ✓ Make informed decisions and be accountable for decisions	TO LISTEN, VALUE AND ACKNOWLEDGE ✓ Ensure safety, health and wellbeing in partnership ✓ Act professionally with courtesy and consideration of others ✓ Give and be receptive to constructive feedback ✓ Value diversity and promote equity and inclusion	TO LEAD, TAKE RESPONSIBILITY AND QUESTION ✓ Embrace challenges and opportunities with vigour and purpose ✓ Support intellectual freedom and debate ✓ Take ownership of decisions and learn from experience ✓ Use our values and uphold our guiding principles	TO STRIVE FOR EXCELLENCE AND DISTINCTION ✓ Reflect, learn and improve ✓ Advance creativity and innovation ✓ Offer exceptional levels of service ✓ Acknowledge success and the achievements of others	TO EMPOWER, EMULI AND INSPIRE ✓ Deliver outcomes that make a difference ✓ Inspire others to fulfil their potential ✓ Work together to achieve common goals ✓ Build partnerships that create opportunities

Building on a foundation of integrity and respect, and through courage, we will achieve excellence and have an impact on the communities we serve.



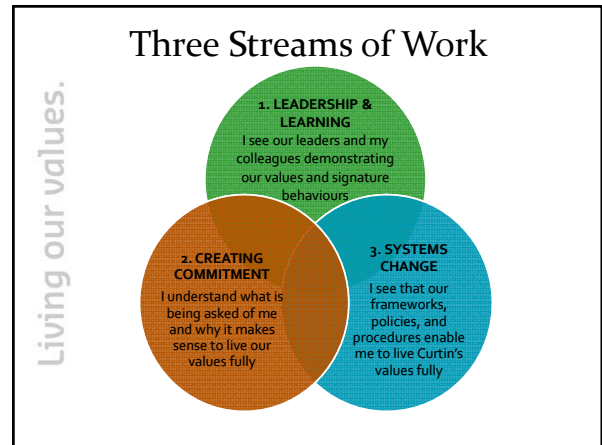
By 2017...

- We are known and recognised for our dynamic values-based culture
- Leaders and managers are seen as strong role models
- Staff and students challenge themselves and others to live our values fully
- Positive behaviours are reinforced by our frameworks, policies and procedures

Indicators of Success

Your Voice
– Are Curtin’s stated values taken seriously?

Barrett Survey
– Reducing the entropy in the system



In summary

- Use of benchmarks:
 - Your Voice staff survey
 - Barrett values survey
- Timing is everything
- Genuine dialogue – staff and students
- The tone from the top
- Appropriately resourced
- Directly linked to strategic direction

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Seven Levels of Consciousness®

